Nova Scotia Department of Natural Resources

Business Plan 2002-2003

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Department of Natural Resources

A. Mission

The mission of the Department of Natural Resources is "to build a better future for Nova Scotians through responsible natural resources management".

B. Planning Context

The Department is affected by many pressures, both external and internal, that require attention. The Department's plans for 2002-2003, and in subsequent years, will attempt to deal with these pressures.

A principal responsibility of the Department is the management of Crown lands in the province. Nova Scotia has the second lowest proportion of Crown lands of all the provinces and territories. There are strong public expectations, and numerous competing demands, for the use of this limited public land and resource base. The unpredictability of nature also has a profound influence on the Department's operations. Forest fires, insect infestations, wildlife and forest health, climate change, and park attendance are all affected by the weather, which can vary considerably from year to year.

Internally, the Department has seen significant reductions in budget and staffing levels since the mid-1990's. One consequence has been a deterioration in the Department's infrastructure as replacements have been deferred. This includes our fleet of vehicles and helicopters, buildings and other facilities, and equipment. Another consequence has been the increasing workloads of staff as departmental programs are delivered with the same or fewer numbers of staff. The demographic profile of staff also has implications for the Department's operations. Many staff are approaching retirement. As they leave, considerable amounts of experience and corporate knowledge are being lost. At the same time, some opportunities may exist to replace retiring staff with new staff with different skills. In addition, the Department has a rural focus. Our network of offices is spread throughout the province and this dispersion leads to communications- and transportation-related challenges.

The Department has a wide and diverse range of responsibilities. In addition, there are significant contrasts in the nature of the Department's activities. One feature of the Department is that we are a strong science and information based department. Land and resource data and scientific knowledge are the basis for much of the Department's planning and decision making. The combination of data and knowledge is critical for making informed, rational decisions on the sound management of Crown lands and for the Department's resources sectors, on both Crown lands and on private lands. However, the Department also has many "hands-on" activities such as forest protection, the operation of the parks system, and enforcement.

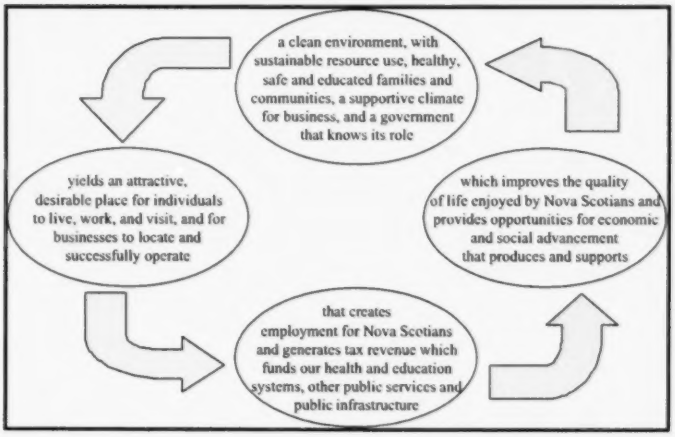
C. Strategic Goals

Five broad goals were identified as part of a strategic plan prepared for the Department in the mid-1990's. Since then, the goals have been adjusted slightly to better align them with the government's overall goals. The Department's goals are:

- to achieve sound natural resources stewardship;
- to conserve the diversity of Nova Scotia's natural environment;
- to support Nova Scotia's economy through the sustainable development of natural resources;
- to improve the quality of life in Nova Scotia; and
- to manage the Department's financial, physical, human, and information resources effectively and efficiently.

The Department's goals relate to four of the government's goals in particular. These are:

- to put and keep Nova Scotia's finances in order;
- to provide responsible, accountable governance;
- to create conditions that help the economy to grow; and
- to foster an environment that allows and encourages Nova Scotians to work, live, raise families, and stay in Nova Scotia.


a clean environment, with sustainable resource use, healthy, safe and educated families and communities, a supportive climate for business, and a government that knows its role
which improves the quality of life enjoyed by Nova Scotians and provides opportunities for economic and social advancement that produces and supports
that creates employment for Nova Scotians and generates tax revenue which funds our health and education systems, other public services and public infrastructure
yields an attractive, desirable place for individuals to live, work, and visit, and for businesses to locate and successfully operate

The diagram on the left shows how these broad government themes are supported by work undertaken by the Department. Departmental activities contribute to growth in the provincial economy, one of the government's key priorities for 2002-2003, through the development of natural resources. At the same time, we must ensure that uses are sustainable and responsibly managed.

Natural resources provide significant social, cultural, environmental, and economic benefits to Nova Scotians. The Department's aim is to maintain an appropriate balance (responsible, accountable governance) so that resource use continues to provide a substantial contribution to the province (create conditions that help the economy to grow), while being carried out in a

socially responsible and sustainable manner (foster an environment that allows and encourages Nova Scotians to work, live, raise families, and stay in Nova Scotia). Our natural resources are one of the province's features that make it an attractive place to live, do business in, and visit. We are also helping to put and keep Nova Scotia's finances in order by shifting some of the responsibility for funding certain resource management activities, such as silviculture, away from the government to the actual resource users (put and keep Nova Scotia's finances in order). In addition, revenue generated from the resource sector (directly and indirectly) helps to fund the operation of our health and education systems, and other public services.

A new economic growth strategy was released by the province in 2000. In this strategy, called "Opportunities for Prosperity", the government charts key directions in areas that can produce the best long-term return for the province. The strategy recognizes both the past and future economic impact of the natural resource industries and refers to them as the "foundation" industries.

Our land-based natural resources, including forests, minerals, and wildlife, have been the cornerstone of the economy for generations, and will continue to provide considerable economic value, especially in rural areas. Even through we may not be aware of it, most things in our daily lives are connected in one way or another to the use of natural resources. These resource-based industries are particularly valuable for their economic contributions and support for our rural communities. Nova Scotians should be aware that resource-based industries include more than just resource exploration and production. Even more economic activity is generated as a result of the processing, manufacturing, transportation, and construction activities associated with natural resource production. Effective Crown land management is also essential to support other sectors and values such as ecotourism and heritage.

Contrary to commonly held views, resource-based industries in Nova Scotia are modern industries. The resource sector is now utilizing new technologies that are on the cutting edge, world-wide. These industries rely on sophisticated, automated, computerized machinery and equipment. The use of new technology leads to a more efficient use of resources, a better product, and an improvement in the industry's overall performance. In addition, many of these jobs offer high rates of pay and require specialized skills and training.

Our provincial parks, including our wildlife park, provide natural and cultural heritage sites for the benefit of Nova Scotians and visitors to our province. The continued operation and development of provincial camping, day-use, and other parks provides economic benefits, such as direct employment, the creation of entrepreneurial business opportunities and support for existing stores and businesses in many rural communities throughout the province. Parks and recreational initiatives also support the tourism industry by providing unique experiences not normally available from the private sector. This supports economic growth but also creates an attractive, pleasant environment that provides "quality of life" benefits that are important to us

as a province. Many world class opportunities for hiking, camping and natural experiences are available that are unique to this province.

However there are serious challenges that must be dealt with. Major challenges facing these resource sectors are the need to manage resources to ensure sustainability and to meet increasingly stringent environmental standards. Pressures on the land base are increasing for both consumptive and protection-oriented uses such as resource extraction, hunting and other outdoor recreation, wildlife and habitat, ecotourism, and conservation of natural areas. Providing the appropriate balance, which can provide both economic and quality-of-life advantages to Nova Scotians, fits under the government's goal of providing responsible, accountable governance.

D. Core Businesses Areas

The Department's activities can be allocated to one of the following core business areas:

- Natural Resources Management and Use;
- Crown Lands Administration; and
- Infrastructure and Support Services.

The Department has decided not to categorize each resource sector as a separate core business area at this time. The main reason is that DNR now manages natural resources on an integrated basis. Staff deliver programs and services that are aimed at, and cross over, multiple resource sectors. We will review our core business areas during 2002-2003 to determine if the areas used now are appropriate or if a different categorization would more accurately reflect the Department's activities and operations.

1. Natural Resources Management and Use

Natural Resources Management and Use covers the Department's broad responsibilities relative to the development, management, conservation, use, and protection of forest, mineral, parks and wildlife resources.

Enforcement responsibilities include the development, coordination and operation of a departmental resource law enforcement and compliance program, which also provides enforcement services to the Department of Agriculture and Fisheries, the protected areas program within the Department of Environment and Labour, and the Canadian Wildlife Service.

Forestry-related responsibilities, on both Crown and private lands, include forest management planning and research, developing and implementing strategies to ensure

sustainable forests, maintaining the provincial forest inventory, producing data on the province's forest resources, roundwood scaling, and coordinating forestry extension programs and support for industry development. On private lands, the Department leverages expenditures on silvicultural activities by providing a portion of the funding. DNR also provides technical and professional assistance and information, supports construction of forest access roads, and monitors for compliance with regulatory requirements related to forest harvesting and forest management. On Crown lands, the Department administers the use of timber and other resources. Funding is provided to invest in silviculture in order to enhance forest productivity, and a network of access roads on Crown lands is maintained. Protection-related responsibilities include the development and operation of programs designed to protect Nova Scotia forests from fire, insects and disease. The health of our forests depends on adequate levels of protection.

Minerals responsibilities include the implementation of policies and programs dealing with exploration, development, management, and utilization of mineral resources. Geological studies are undertaken that promote a better understanding of provincial geology, and document the province's mineral endowment. This work helps to define the potential for new mineral resources, and provides needed information to support sound environmental, land use, and other decisions. The administration of mineral royalties and the operation of a tenure system for mineral rights are also carried out.

Parks responsibilities include the planning, design, development, and operation of over 120 camping and day-use parks, in addition to supporting various trails and other outdoor recreational opportunities and facilities on Crown lands and, through partnerships with community groups, on private lands. Parks and recreation programs and services provide quality recreational experiences to Nova Scotians and visitors to the province, while ensuring environmental, heritage and resource protection.

Wildlife responsibilities include research, development and delivery of programs, policies, and legislation for the management and conservation of the province's wildlife resources and their habitats, including endangered species initiatives. Information on wildlife populations and their habitat is collected in order to obtain the scientific information required for sound decision-making. This also includes the provision of educational and viewing opportunities at the provincial wildlife park in Shubenacadie.

2. Crown Lands Administration

This core business area covers the Department's activities related to the administration of the province's Crown lands. Crown Lands Administration encompasses the acquisition, leasing and disposal of interests in Crown lands, co-ordination of government surveying requirements, carrying out Crown lands boundary line maintenance, maintenance of

provincial Crown lands records and the Crown lands GIS cadastral database. Nova Scotia's land mass is approximately 12 million acres, of which 3.5 million acres are administered and controlled by the Department of Natural Resources as provincial Crown lands (some other departments, like Transportation and Public Works, also administer land holdings, such as highways and land with provincial government buildings). The Department also administers inland submerged lands and submerged lands along the province's nine thousand kilometres of coastline. More than 20 land-related statutes are administered by the Department, as well as the provision of land-related services, such as land administration and designations, to other departments and activities undertaken in partnership with non-government conservation oriented organizations aimed at securing ecologically significant lands.

3. Infrastructure and Support Services

Infrastructure responsibilities include the maintenance and replacement of a fleet of approximately 700 highway and other specialized vehicles (such as fire trucks and enforcement vehicles), as well the operation, maintenance and replacement of five helicopters. The road vehicles are heavily used in every aspect of the Department's program delivery, such as fire suppression and enforcement, and provide a range of capabilities from personal transport to heavy equipment operations. The helicopters are used for forest fire detection and suppression, ground search and rescue, natural resource management, and transportation. The Department also operates an Integrated Mobile Radio System (IMRS) that provides continuous communications for various government departments and agencies, fire departments, the RCMP, and other users, and provides backup to the Emergency Health System, hospitals, and ambulances. Although a new digital, province-wide Trunked Mobile Radio System (TMRS), which is part of the Integrated Wide Area Network (IWAN) initiative, began operations during the summer of 2000, it is necessary to continue the existing IMRS concurrently with the TMRS because a number of IMRS users have not yet converted to the new system (Note that the IMRS will be transferred to Transportation and Public Works in 2002-2003.).

Central support services includes human resources, information technology, financial, communications, legal, business planning, policy development and coordination, research, asset management, risk management, records management, telecommunications, insurance, business equipment leases, head office reception desk, cartography, website development and support, mail, Library, Central Registry, and central leadership and direction through the Office of the Minister and Deputy Minister. As the host Department for the Resources Corporate Services Unit, financial services, human resources, and information technology are provided to the Department of Agriculture and Fisheries, the Department of Environment and Labour, and several other departments and agencies.

E. Priorities

The following are the main priorities that have been identified for the Department of Natural Resources for 2002-2003. Priorities are grouped within the core business areas previously identified.

1. Natural Resources Management and Use

- Continue to Implement the Forest Strategy

  The Forest Strategy consists of nine major policy, program and regulatory elements, the focus of which is on achieving sustainable forestry and forest use in the province. In 1998, changes were made to the Forests Act to introduce the concept of sustainable forestry and to provide the authority needed to implement the Forest Strategy.

  While a number of elements are now operating, additional steps are required. New Wildlife Habitat and Watercourses Protection Regulations have been passed and their initial implementation will be a priority over the next year.

  Other key elements, such as the code of forest practice and state of forest reporting, are being developed for implementation over the next two years. Revisions to the Forest Sustainability Regulations must also be implemented. Further regulatory revisions may be required as circumstances warrant.

- Provide Support For a Viable and Sustainable Mineral Industry in the Province

  The Department provides programs and services that support the province's mineral industry. During 2002-2003, Department staff will work with officials from the Cape Breton Development Corporation (CBDC) to provide for a continuing coal industry in Cape Breton by addressing the re-issuing of coal leases following their surrender by CBDC in a timely and efficient fashion. Staff will also work with officials of CBDC and the federal government to ensure that provincial requirements under the Mineral Resources Act for remediation and reclamation of CBDC lands disturbed by coal mining in the Sydney coalfield are properly planned and initiated.

  The Department will continue to implement multi-disciplinary geoscience programs and undertake promotion of the province's mineral resources to increase the level of exploration, as well as work cooperatively with industry, other departments and community development groups to encourage appropriate development opportunities. A specific example is the completion of planned field work for the federal-provincial

multi-disciplinary Targeted Geoscience Initiative project that has been underway in southern Cape Breton.

Internally, the Department will continue to work with other departments and agencies to obtain enactment of the amended Mineral Resources Act and regulations. An implementation plan will be formulated to review the province's mineral policy and develop an action plan to ensure that the Department's programs are focused on supporting and encouraging economic development related to the use of geological resources. The development of a business plan for the automation and functional updating of the Mineral and Petroleum Rights Registry is also planned. Finally, the Department will continue to facilitate efficient and effective reviews of mineral development projects through a coordinated "one-window" process, including the provision of scientific, technical and policy advice to other departments.

- Continue Integrated Resource Management Planning on Crown Lands

The Department defines Integrated Resource Management, or IRM, to be "a planning and decision-making process that involves the coordination of resource management policies, programs and activities so that long-term sustainable benefits are optimized and conflicts among resource users are minimized." DNR is using an IRM process for Crown lands so that we are able to take into account the relationships between the various resource uses and effects of management practices of one resource upon others. IRM consists of two components: an inventory of values identified by Department staff, other departments and agencies, the general public, and stakeholders, and a process to review information and make decisions.

Plans for the Department for 2002-2003 include the continued implementation of the IRM planning process on Crown lands. As part of this process, the preparation of Long Range Management Plans (LRMP) for several of the province's 38 ecodistricts will begin. A LRMP will eventually be prepared for each ecodistrict.

- Provide an Effective Parks and Recreation Program

The Department supports the planning, design, development and operation of more than 120 camping and day-use parks, in addition to providing trails and other outdoor recreational opportunities on Crown land. Specific activities planned for 2002-2003 include maintaining and operating provincial parks to a high standard, and offering park and recreation programming, and high quality customer service. Opportunities for standardization exist within the park system which will allow for more efficient and cost-effective park operations. Additional revenue may also be raised from opportunities that have been identified.

Nova Scotia has a reputation as a premier coastal and hiking destination. Staff expertise and access to lands will support the continued development of trails in the province. The Department plans to designate one natural environment provincial park under the *Parks Act* in 2002-2003. This will support the development of outdoor recreation experiences in the province and secure protection of unique and desirable cultural and heritage values.

- Conserve Wildlife and Wildlife Habitat

The promotion and implementation of the principles and ethics of conservation and sustainable use of wildlife populations, habitats and ecosystems in Nova Scotia is a priority of the Department. The Department will continue programs, policies and legislation for the implementation of the National Accord for the Protection of Species at Risk and the Nova Scotia Endangered Species Act. This will be done in part by evaluating the status of species, listing species, initiating recovery plans and engaging in recovery actions. DNR will also continue its engagement in national and provincial initiatives supporting the Canadian Biodiversity Strategy in preparation for the 10th anniversary of the signing of the Convention on Biodiversity in 2002.

On-going monitoring and regulation of harvested wildlife populations and working cooperatively at national and international levels will help to ensure conservation and sustainable use, while providing an optimum level of opportunity for Nova Scotians and visitors. DNR will maintain and update a GIS database of significant wildlife habitat and species to provide information for planning, decision-making and management action.

The Department will continue to work with partners in projects such as the Eastern Habitat Joint Venture, the Black Duck Joint Venture and the Sea Duck Joint Venture as part of Nova Scotia's commitment to wetland and waterfowl conservation under the North American Waterfowl Management Plan. DNR will also manage the Habitat Conservation Fund and set up the Species at Risk Conservation Fund to enable funding of non-government organizations for important wildlife conservation projects.

The Shubenacadie Wildlife Park will provide a high quality program with a focus on educational opportunities and will also initiate an educational outreach program.

- Utilize Department Information and Expertise

Information collected by the Department has many applications that will benefit Nova Scotians. The Department has many priorities for 2002-2003 related to the use of natural resources-related knowledge and information. The Department will continue

to provide information for the sound management of the province's natural resources to ensure their optimum use for the benefit of Nova Scotians.

We will be working with municipalities, community groups and rural development authorities to increase the use of geoscientific and mineral resource information in land and resource use decision making. Another area that work will be done in is a continuation of a program to improve public safety by capping and/or filling abandoned mine openings on Crown lands. The Department will continue to provide information and advice on abandoned mines to private landowners and municipalities.

Educational material will be provided to youth, educators, resource sector clients, the media, and the general public on sustainable and responsible resource management and use practices. Information, from sources such as the Significant Wildlife Habitat and Species Database, will be available to assist in planning and decision making for projects which may have an environmental impact.

- Make the Strathlorne Forest Nursery Financially Self Sufficient

  During the last year, a business/economic plan was developed for the Department's forest nursery at Strathlorne, Inverness County. The facility produces tree seedlings for use by the forest industry silviculture programs carried out under the Forest Sustainability Regulations. Strathlorne supplements the number of seedlings produced by private nurseries and absorbs much of the fluctuations in annual demand. The business/economic plan addresses the operation of the facility, staff resources, marketing and sales. The intent is to balance annual revenue and costs. Most of the operating recommendations have been implemented. The next priority is to finalize and implement the marketing and sales component, a necessary step toward financial self sufficiency.

- Participate in National/International Forestry Policy Development

  The years 2002 and 2003 will be a period of significant activity in federal-provincial relations and programming through the Canadian Council of Forest Ministers (CCFM). In addition to being the host province and Chairman of the Council, Nova Scotia will be required to give additional effort and support for project files relating to: a new national forest strategy, the Forest 2020 consultation rounds, review of the Criteria and Indicator framework, and development of a national forest information system. These efforts are expected to culminate with Canada being the host for the World Forestry Congress in September of 2003.

- Deliver Enforcement Program Services

  Ongoing enforcement of the Department's Acts and Regulations will be carried out. Fire investigations will be conducted as necessary. The Department also intends to increase enforcement partnerships with other jurisdictions. An internal reorganization of enforcement staff began in 2001-2002 and was substantially completed. However a few issues related to the reorganization remain, and will be completed in 2002-2003.

- Provide Forest Protection Services

  The Department is responsible for managing wildfires in all areas of the province except incorporated towns and cities and federal lands. DNR carries out a range of activities from fire prevention and fire detection to fire suppression when necessary. Staff require extensive training in order to be able to safely fight forest fires. In addition, equipment must be inspected and maintained on a regular basis.

  DNR also provides integrated pest management services. Activities to be carried out include pest detection surveys, pest identification, and advice to clients. The Department will work with partners to detect new pests as early as possible, identify population changes, and minimize losses due to pests.

2. Crown Lands Administration

   - Provide an Up to Date and Responsive Legislative Framework

     Reviews of the *Beaches Act* and the *Trails Act* are planned. It is expected that these reviews will lead to changes which will facilitate trail development by providing a streamlined process for formal registration of community based trail developments, and ensure protection of Nova Scotia's beaches.

   - Improve Opportunities for Land Acquisition

     Land acquisition funding, which approached one million dollars annually in the early 1990's, has been eliminated while pressures to acquire more land have increased. Some successes have been achieved through partnerships, but a lack of funds limits these opportunities as well. A longer term sustainable approach for acquiring land is needed and will be developed.

- Improve Access to Land Information

  A priority for 2002-2003 is the continued improvement in the distribution of land information, including the expanded use of the Internet and the integration of information from various geographic information system databases within the Department.

- Undertake Crown Lands Administrative Services

  The Department carries out numerous activities related to the acquisition, disposal, and leasing of Crown lands. These activities are carried out pursuant to a number of statutes. Boundary lines are also established and maintained. To maintain information on government land holdings, we operate the Provincial Crown Lands Records Centre.

3. Infrastructure and Support Services

- Replace the Helicopter Fleet

  Over the next two fiscal years, the replacement of as much of the helicopter fleet as possible is a priority. Our existing helicopters are rapidly reaching the end of their useful lives, and it is more cost effective to replace them than to continue to spend increasingly more time and money to maintain them. Helicopters are essential for the Department to effectively carry out our responsibilities, such as protecting our forests against fires.

- Transfer the Integrated Mobile Radio System

  Transfer of the administration and control of the infrastructure, maintenance and engineering contracts associated with the Integrated Mobile Radio System to the Trunked Mobile Radio office, which is the responsibility of Transportation and Public Works, is planned. This transfer will result in an increase in operational efficiencies.

- Provide Ongoing Corporate Services

  As mentioned earlier, central support services is comprised of many internal support functions. Each of these particular groups has a number of internally focused priorities that support the ongoing operation of the Department in an efficient and effective manner. Services include human resources, financial, information technology, legal, planning, information management, and administrative services.

F. Budget Context

The following table provides budget information for the Department's core business areas. The figures shown include recoveries so that the amounts provided reflect the total expenditures for each core business area. Net program expenses will increase approximately 5.7% from 2001-2002 to 2002-2003. Reasons for the increase include the transfer of funding from other departments to cover the provision of information technology services, increased lease costs, staff reclassifications, and an allowance for potential wage settlements. Reductions that partially offset the increase include a reduction in Crown land forest management funding, a reduced level of surveying effort, and general savings from staff turnover.

Department of Natural Resources - Estimated Budget Expenditures by Core Business Area		
Core Business	2001-2002	2002-2003
	$ Millions	$ Millions
Natural Resources Management and Use	$38.0	$38.6
Crown Land Administration	$5.6	$5.4
Infrastructure and Support Services	$7.9	$8.9
Resources Corporate Services Unit *	$4.8	$6.4
Total - Gross Expenses	$56.3	$59.3
Total - Net Program Expenses	$53.9	$57.0
Salaries and Benefits	$34.9	$37.3
Funded Staff (in Full Time Equivalents)	849	863

* Funding for the Resources Corporate Services Unit (RCSU) is shown separately in this table. The RCSU provides services to a number of other government departments and agencies in addition to the Department of Natural Resources. In the body of the plan, the functions of the RCSU are included in the Infrastructure and Support Services core business area.

G. Outcomes and Outcome Measures

The information provided in the following tables is for some of the important measures that help to provide an indication of the Department's success in meeting our goals. Outcome measurement is an evolving process. Some of the measures provided track outputs (what was done) as opposed to outcomes (what results were achieved). However, over time we hope to improve this performance measurement section by replacing some of the output focused measures with other measures that give a better picture of our success in achieving desired outcomes. Many of the figures provided in the following table for 2001-2002 are preliminary figures or estimates. Final figures for 2001-2002 will be tabulated early in 2002-2003.

DNR Outcome Measures - 2002-2003

Core Business:	**Natural Resources Management and Use**				
Outcome	**Indicator**	**Measure**	**Base Year 2001-2002**	**Target 2004-2005**	**Strategies to Achieve Target**
Sound Natural Resources Stewardship	Integrated Management of Natural Resources	Percentage of Crown land with Long Range Management Plans in place	0%	50%	• Devote resources to IRM teams, enhancing capacity in GIS and modeling, to facilitate the completion of LRMP's.
	Stewardship Agreements	Number of "Species at Risk" partnerships in place	5	10 to 15	• Establish partnerships to enable protection or recovery of species at risk.
		Area of wetland influenced by wetland stewardship agreements in place (hectares)	to be added at year end	300	• Work within the Eastern Habitat Joint Venture to establish wetland stewardship agreements.
		Number of Registered Buyers participating in Forest Stewardship Agreements	to be added at year end	70	• DNR staff will promote the development of Sustainability Agreements with the forest industry.
	Public Education and Understanding of Natural Resources Issues	Number of teachers and students receiving natural resources stewardship related training at the Wildlife Park annually	4,000	7,500	• Provide effective wildlife education programs for school groups with the opportunity to see the animals which are part of the lesson. • Initiate outreach program.
		Number of teachers and students receiving natural resources stewardship related training at the Natural Resources Education Centre annually	6,000	8,000	• Provide teacher in-service and professional development workshops. • Deliver education programs for school and youth groups at the Natural Resources Education Centre in Middle Musquodoboit.
	Resource Information for Decision Making	Percentage of province for which forest resource data is ten years old or less	95%	90%	• Annual updating of forest inventory from air photography and satellite imagery. • Measurement of permanent sample plots. • Conversion of data into GIS database.

Core Business:	**Natural Resources Management and Use**				
Outcome	**Indicator**	**Measure**	**Base Year 2001-2002**	**Target 2004-2005**	**Strategies to Achieve Target**
Conservation of Ecosystem Function	Healthy Forest Habitat	Compliance with Wildlife Habitat regulations under the Forests Act	implement regulations	90% compliance	• Promote and enforce Regulations, including providing training and demonstrations. • Measure compliance.
	Commitment to Land Conservation	Percentage of park area meeting IUCN protection and natural areas criteria	70%	70%	• Identify properties for designation and prepare documentation. • Currently 10,470 hectares out of 14,900 hectares meets IUCN criteria.
	Mine Lands Reclamation	Percentage of active mine sites practicing progressive reclamation	65%	65%	• Promote progressive reclamation with mine operators.
Species Diversity	Endangered Species.	Percentage of endangered species with recovery plans in place within one year after listing as an endangered species	86%	100%	• Create Recovery Teams for each listed species and provide support in developing Recovery Plans.
		Percentage of threatened species with recovery plans in place within two years after listing as a threatened species	100%	100%	
Public Safety	Hunter and Trapper Safety	Number of students successfully trained annually	to be added at year end	1,350	• Deliver hunter, bowhunter, and trapper education courses.
	Crown Land Improvements	Number of high risk abandoned mine shafts remediated annually on Crown lands	5	5	• Maximize available funds through partnership programs. • Remediate mine shafts with available funds.
Effective Management of Resource Supply	Sustainable Forest Resources	Amount of silviculture investment on small private woodlots annually (millions of $)	$6.3	$9.0	• Work with the forest industry to assist them in achieving full compliance with requirements of the Forest Sustainability Regulations.
		Percentage of required value of silviculture on private and industrial lands completed during the current year	40%	100%	• Implementation of Forest Strategy / Forest Sustainability regulations. • Wood supply analysis / GIS system analysis. • Audits, monitoring and compliance programs. • Registry of Buyers. • Communication and information initiatives.
		Area of forest resource lost to fires annually (hectares)	660	850	• Fire detection system / fire prevention / fire suppression. • Acquisition and deployment of fire suppression resources. • Cooperation with volunteer fire departments, industry fire crews and municipalities.

Core Business: **Natural Resources Management and Use**					
Outcome	**Indicator**	**Measure**	**Base Year 2001-2002**	**Target 2004-2005**	**Strategies to Achieve Target**
Effective Management of Resource Supply	Sustainable Use of Harvested Wildlife Species	Review of hunting / trapping regulations	one review per year	one review per year	• Monitor wildlife populations with potential for over or under harvest. • Consult with stakeholders. • Recommend regulatory amendments.
Awareness of Resource Development Opportunities	Partnership Arrangements	Number of parks related partnerships	7	increase	• Identify partnership opportunities within the park system. • Seek potential partners to develop and/or manage new parks. • Seek partners to upgrade park facilities and services.
	Promotional Activities	Number of requests for technical information and assistance from prospectors, developers, and mining companies annually	300	300	• Participate in provincial, national and international conferences and trade shows. • Increase amount of mineral promotion information on the departmental website. • Maintain a close liaison with the Office of Economic Development.
Recreational Opportunities	Availability of Recreational Land and Programs	Area of designated provincial parks (hectares)	14,900	increase	• Efficient and effective operation of provincial parks. • Identify potential properties for designation under the Parks Act.
		Length of trails in parks and on Crown lands (kilometres)	424	540	• Work with partners to develop additional trail opportunities. • Develop partnerships to facilitate development of additional trails.
Appreciation of Natural Resources	Participation in Nature Related Activities	Number of visitors to Shubenacadie Wildlife Park annually	100,000	100,000	• Provide a natural setting with appropriate enclosures for animals. • Provide educational messages to ensure people get a good understanding of NS wildlife.
		Annual occupancy rates at provincial camping parks	35%	38%	• Upgrade facilities and services (market readiness) • Improve client services. • Work with the Department of Tourism and Culture to increase the promotion of provincial parks.

Core Business Area: Crown Lands Administration					
Outcome	**Indicator**	**Measure**	**Base Year - 2001-2002**	**Target- 2004-2005**	**Strategies to Achieve Target**
A Modern and Efficient Land Administration System	Up to Date Regulatory Structure	Percentage of acts and regulations reviewed during last five years	5% (one of twenty)	50% (ten of twenty)	• Regular assessment of all land administration acts, regulations, and policies as they are utilized. • Schedule detailed assessments as required and identify necessary changes.
	Availability of Information Electronically	Percentage of main DNR offices able to access Crown land information electronically	0% (zero of seven)	100% (seven of seven)	• Continued implementation of IT infrastructure and software needed to permit access to Crown land information electronically. • Seven DNR offices have been identified as requiring access to Crown land information. These offices are: head office in Halifax, regional operations in Bridgewater, Truro, and Coxheath, parks in Belmont, forestry in Truro, and wildlife in Kentville.